



# Neighborhoods

VOLUME 4







**WEST 192**  
*Redevelopment Plan*

*Prepared for the W192 Development Authority*

*Volume 4, Segment 3, Neighborhoods  
SR535 to Hoagland Boulevard*





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# context

**T**his W192 Redevelopment Plan for Segment 3 is designed to provide a forward-looking Plan with a targeted focus. The Redevelopment Plan reflects two years of work with stakeholders and committees. It provides a vision for the future character of this transitioning Segment, stemming from a set of realistically attainable Strategies and Actions. The Plan provides the Development Authority and the Board of County Commissioners (BOCC) with a grounded roadmap for Strategies and Actions that support new emerging neighborhoods and key tourism operations. The Plan recognizes the Segment's previous base in the tourism market, its adjacency to Kissimmee and its proximity to regional tourism venues. The Segment's location is augmented by outdoor, cultural, tourist, and historic attributes unique to this Segment.

The Plan provides focus to an already transitioning area. A large portion of the area is currently being used for housing due to its proximity to numerous small employment areas along the Corridor, as well as easy access to transportation to the theme parks. A variety of housing types, big box commercial, vacant buildings, and incompatible businesses detract from an already shrinking tourist-based economy in this area. Corridor aesthetics, crime, homelessness, and marginal housing are stifling emerging neighborhoods.

**The development of a neighborhood business district, including tourism, neighborhoods, and commercial uses, will succeed. This Segment is a key component of Osceola County's future tax base. Strategies and Actions, found below, are targeted toward improving the economic vitality and viability of the Corridor.**











# Vision

Segment 3's Vision is a cohesive neighborhood business district consisting of a diverse mix of housing, community-oriented services, and tourist-supportive uses. Neighborhood uses will include new, quality, high-density housing options against the Corridor and improved street connections in to adjacent residential developments. Local restaurants, international eateries and stores, outside eating areas, and retail stores will serve both residents and visitors. Pockets of mixed use buildings with residences above and retail or office below will create points of interest throughout Segment 3. Offices, educational institutions, and a strengthened employment base will provide additional opportunities for residents.

Visitor experience and setting will be improved as enforcement activities increase and new neighborhoods and services replace failing businesses and infill underutilized and vacant sites. Tourist attractions, such as Shingle Creek, the Osceola County Welcome Center, and Medieval Times will be emphasized and expanded, integrating Segment 3 into the larger tourism market. Tourists will have the ability to participate in local recreational activities, from fishing to bike riding along Shingle Creek. Themed neighborhood-scale design and artistic elements will create a distinct district. A high-frequency bus will provide transportation options to local venues, employment areas, and regional transportation hubs.











# The Problem

Segment 3 has historically been positioned as the budget or value-priced alternative to Orange County. Segment 3's distance from Disney, the absence of entertainment venues, deteriorating buildings, vacant properties, and enforcement issues have been a contributing factor to declining hotel occupancies, room rates, and overall Corridor performance. The current unfavorable conditions were exacerbated with the recession, as many properties in the region have priced themselves still lower to increase market share. This rate reduction is reducing revenues and straining the financial resources necessary to sustain the older properties. In effect, this eroding financial condition is causing affected properties to become weekly and monthly rentals and family housing - functions that these properties were never intended to accommodate. The area currently finds itself serving as a key housing area for the Corridor. Unfortunately, poor quality housing, deteriorating businesses, incompatible commercial uses, lack of neighborhood-level amenities, enforcement issues, and homelessness have created a situation in which the area does not adequately serve residents nor tourist market.

The Corridor's needs are demonstrated by seven problem statements:

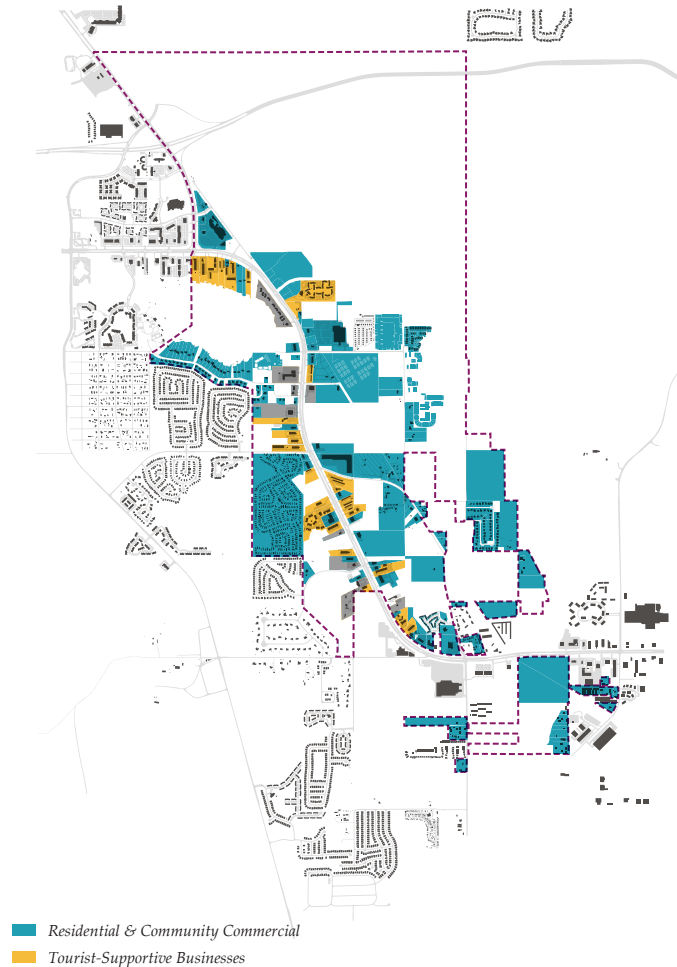
## Problem Statement 1.

### *Incongruous Uses.*

Much of the Corridor suffers from an incongruous mix of tourist uses, housing, and commercial uses of varying quality, which together prevent this area from defining its identity. Main tourist thoroughfares, including I-4, Osceola Parkway, SR 535, and W192 create a loop to the west of Segment 3, limiting tourist travel through Segment 3 and making it less suitable as a tourist destination. Surrogates for adequate housing have emerged in the form of motels, while adjacent neighborhoods have little integration with the Corridor. Incompatible uses that inhibit both neighborhood and tourist development are prevalent throughout the Segment.

The current mix of land uses is trending toward non-tourist employment and residential areas. There are 627 acres of residential subdivisions within a half-mile of the Segment 3 boundary, and 287 acres of residential developments within the CRA boundary. Only three residential parcels lie adjacent to W192, located next to motels and shopping centers.

Of the parcels in Segment 3, less than 20% are tourist-supportive businesses including hotels, motels, and designated tourist destinations—and many of these are failing or already out of business. While a number of small motels continue to find a successful niche market, they are being negatively affected by adjacent incompatible land uses. There are a growing number of non-tourist related businesses such as grocery stores and retailers, but the development is sporadic, reducing its effectiveness as catalysts for change.



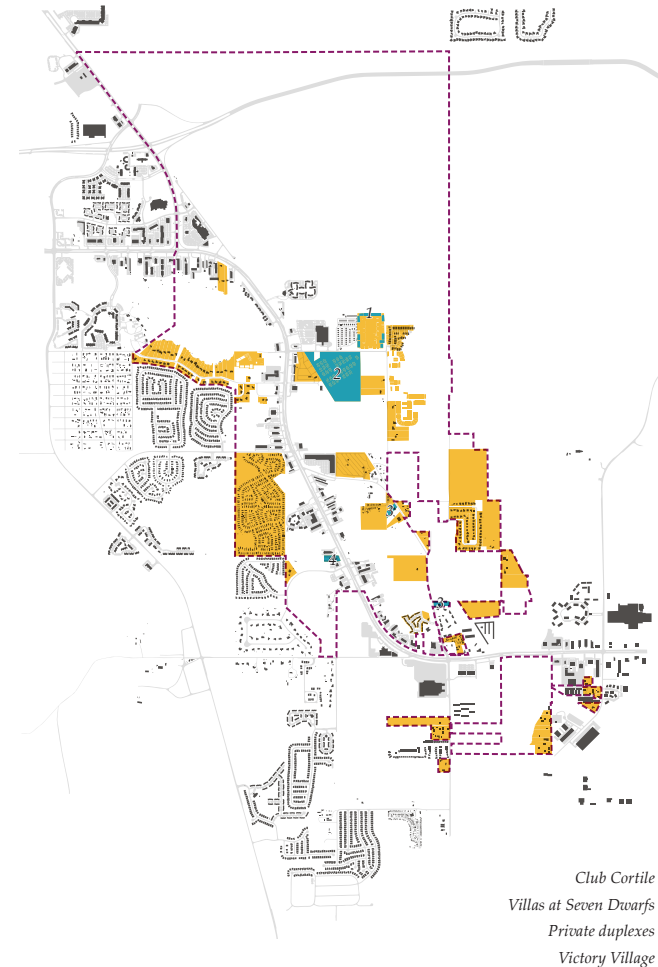
## Problem Statement 2.

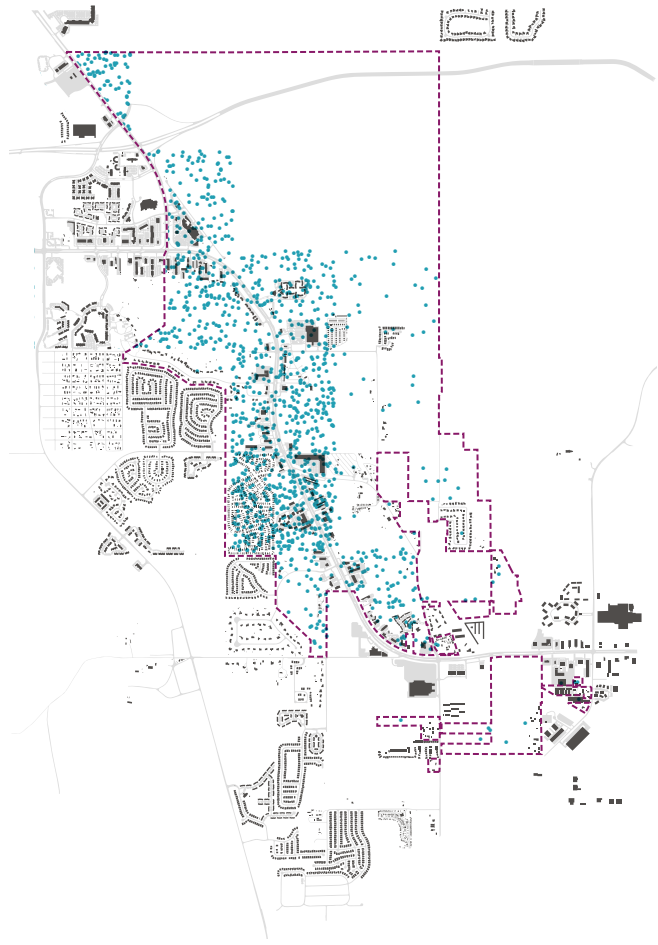
### Absence of workforce Housing.

Currently, there is a lack of workforce housing in the area. As a result, many hotels and motels are used for long-term housing due to their availability, low cost, flexibility, and proximity to transit, which is incompatible with their intended built use.

There are only three multi-family buildings within Segment 3, with one of these being Victory Village, a motel recently adapted to transitional housing. Of these buildings, only Victory Village is located convenient to public transportation. The average monthly rent for single-family housing within Segment 3 is \$1,000, but families can pay less than half of that by renting rooms in motels for extended periods of time. In addition to the low cost, these motels are conveniently located on W192 near transit stops.

Additional residential areas close to transit are primarily mobile home parks. While these may be more affordable housing options than single-family homes, they are not as flexible or as low maintenance as apartments. Existing housing does not adequately accommodate the seasonal workforce or low-income workers that require affordable and convenient housing.





### Problem Statement 3. Lack of Enforcement.

The need for additional enforcement, consistent interpretation, and application of regulations is needed by all parties in order to create an environment suitable for families, neighbors, and tourists. Loitering, pan-handling, trespassing, vandalism, prostitution, illicit drug use, the use of motels as housing, squatting, and code violations is slowing redevelopment. These incompatible uses are factors which discourage new development and returning customers. The result is a Segment that at times is unsafe, unwelcoming, and uncomfortable for residents and tourists.

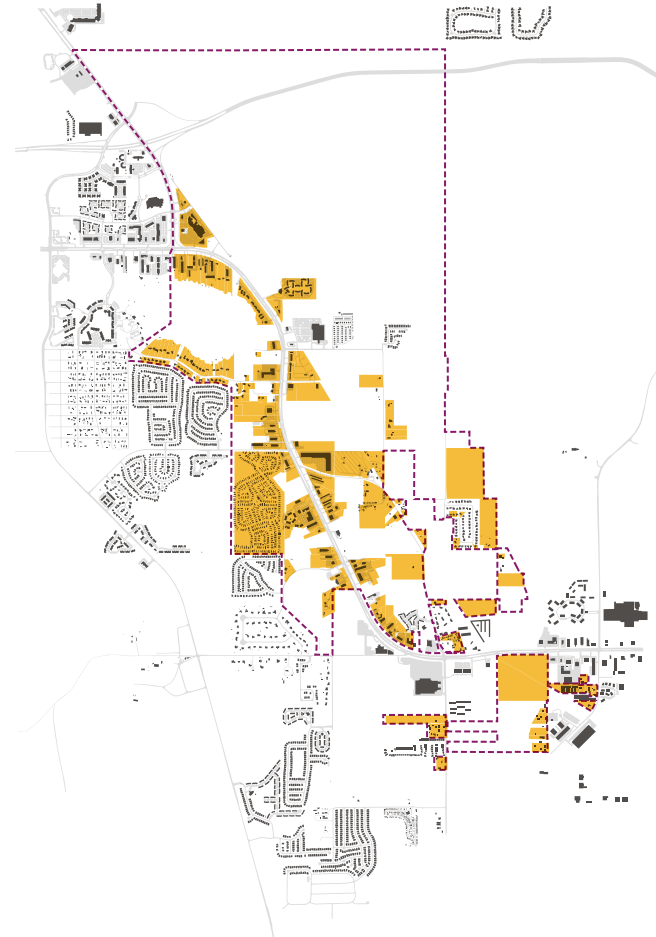
As part of the Finding of Necessity for the creation of the CRA, a comprehensive analysis was completed that highlighted crime rates within the area. In 2011, the study showed a total of more than 1,200 reported crimes within Segment 3. This equates to more than one crime for every two people in the Segment, the highest ratio per capita of the three Segments. There are also a disproportional amount of registered sex offenders as compared to the rest of the W192 CRA. There are 19 registered sex offenders living in Segment 3; four live in Segment 2 and none live in Segment 1.

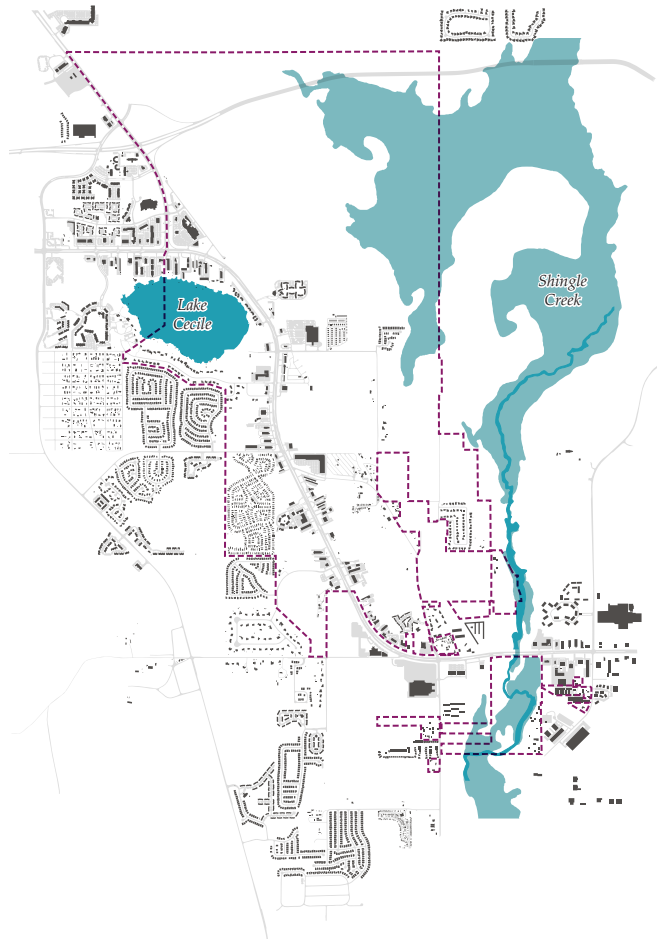


## Problem Statement 4. Limited Reinvestment.

Except in some cases, the Corridor's older building inventory does not match the requirements or expectations broadly demanded by today's market. In many cases, minimal reinvestment has occurred, subsequently making the Corridor and its businesses less desirable to a large segment of tourists. Many properties are blighted, unmaintained, contain vacant buildings, or are financially or physically unsuitable for renovation, deterring new investment.

Over 88% of buildings that front W192 are older than 20 years. Additionally, an overwhelming majority (97%) of development within the last decade has been residential in nature. This trend toward newer residential neighborhoods is gaining support with reinvestment in commercial and community-supportive uses along the Corridor.





## Problem Statement 5.

### Failure to capitalize on Assets.

There are several areas along the Corridor that are hidden but could be important assets to the community. Shingle Creek is not utilized due to limited visibility, lack of trail connections, and marketing.

Areas along the W192 Corridor are not locally celebrated even though they are recognized nationally. For example, President Obama included Shingle Creek on America's Great Outdoors list, even though it continues to be underutilized by its neighboring residents. The only feature denoting the 1/4-mile frontage is a single sign. The Creek itself is also not feasible from W192 and the bridge lacks any association to the creek. Recent plans for Shingle Creek have worked toward encouraging ecotourism by investing in recreational activities like a regional multi-use trail, but these efforts have not changed the visibility and presence from the Corridor.

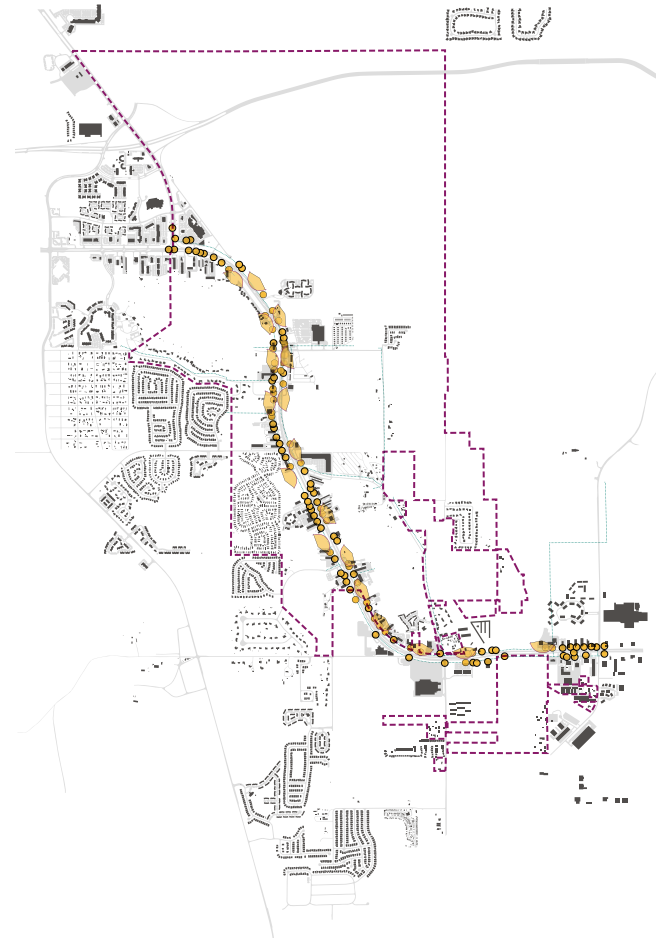
Lake Cecile is also a strong natural asset to the Corridor, but has become privatized by surrounding development. There is no convenient public access to the Lake and is hardly visible from the Corridor.

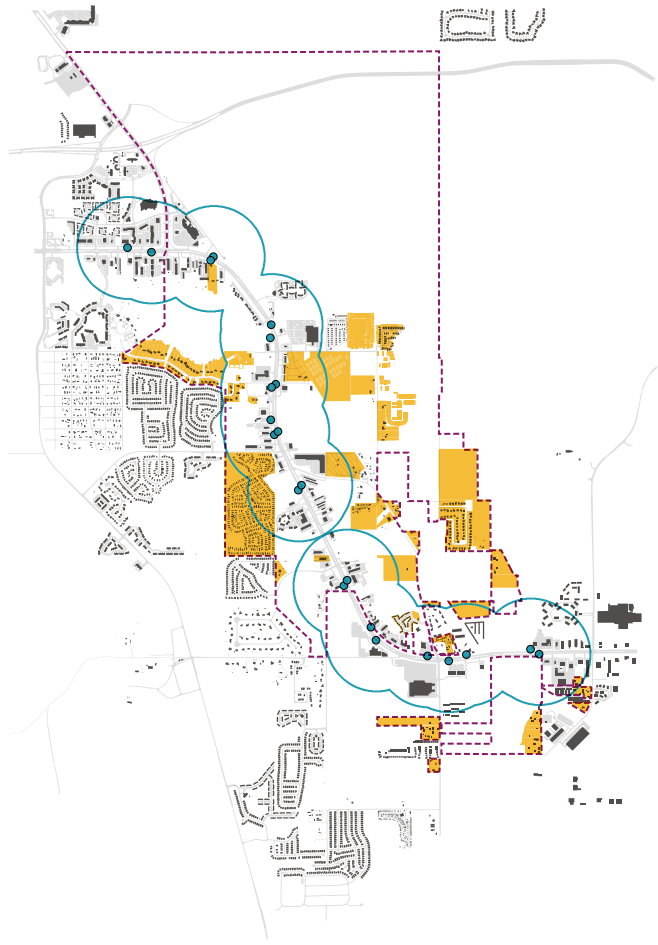
## Problem Statement 6.

### competitiveness & Attractiveness.

Segment 3 lacks design elements, pedestrian amenities, and overall aesthetic appeal to allow it to compete with other similar areas. Design features do not invite the development of a distinct and unique place focused on neighborhoods nor allow for the integration of adjacent areas.

While the BeautiVacation effort has made enhancements along the Corridor, there remains an overabundance of large, over-scaled pole signage, billboards, overhead utilities, and a lack of public gathering spaces. Palm trees, lighting, mile markers, pole signs, and distribution lines have all been placed at the same general height which overwhelms the visual experience. A landscape treatment is present; however it fails to reflect a specific identity for this Segment. Moreover, the abundance and incompatibility of signage causes the area to lose a sense of place, and in turn, becomes just another highway development.





## Problem Statement 7.

### challenging Tourist Transportation System.

W192 traffic levels will increase over time, leading to longer commute times for workforce employees living within the Corridor. Many of these workers rely on an efficient transit system. Given the potential in ridership, a transit system must be phased and deliberately planned in order to increase ridership and remain a viable option for the workforce.

The current LYNX transportation system does not provide service to the residential neighborhoods to either side of the W192 Corridor, but instead runs only along W192. By not providing convenient service to residents, the system is only catering to regional users and not the specific needs of the Corridor. Of all the residential parcels in Segment 3, only 26% of them are within an easy quarter mile walk from a LYNX bus stop. Two bus stops in Segment 3 routinely have more than 50 passengers per day. These are located at Siesta Lago Drive and North Bass Road, near Wal-Mart. Another nine stops have between 20-50 passengers, and just as many stops have less than 10 passengers daily. The absence of local service off the Corridor forces residents to live directly on W192. Planning housing and transportation together can increase transit-supportive densities and allow a greater number of people to live on the Corridor.

The LYNX Alternatives Analysis proposes center-running BRT from Hoagland Boulevard to Celebration Place, with three BRT stops, however the timing is long-term. A Park-and-Ride Facility/Transit Hub is shown at Celebration Place, Osceola Square Mall, and downtown Kissimmee, but with no identifiable connections to other local and regional destinations.

Although a number of plans have been proposed, these plans do not represent a phased approach that addresses expectations of access to an efficient and near-term transit system that connects regionally.





# Strategies

Strategies are the overall approach to investments based on the purpose of the Plan and the Problem Statements. Over the last two years, stakeholders, committees, and the Development Authority have discussed topics ranging from marketing to transportation. The Development Authority has drafted Strategies and corresponding Actions in order to provide a targeted solution to improve the economic position of W192. Strategies and Actions will be annually monitored in order to adjust and prioritize Actions.

These seven Strategies respond to the seven Problem Statements and create the structure for a series of nineteen primary Actions and thirty-one Sub-Actions.

*Strategy 1.* Create a neighborhood business district. Modify zoning along the Corridor to encourage housing, neighborhood-oriented services, mixed use developments, employment, and targeted tourist uses. Prohibit uses not appropriate in neighborhood-oriented districts.

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*Strategy 2.* Encourage a range of new residential development, including housing types which would appeal to the Corridor's residents and workforce. Integrate adjacent neighborhoods with the Corridor by improving feeder streets and expanding neighborhoods onto the Corridor.

*Strategy 3.* Develop clear direction on enforcement standards related to minimum maintenance, code, length of stay within motels, and law enforcement of existing regulations. Encourage and educate the County on the need for additional enforcement along the Corridor. Apply neighborhood policing techniques and resources to Segment 3. Support governmental, non-profit, and private efforts to provide additional assistance to the homeless.

*Strategy 4.* Re-purpose, reposition, or upgrade properties in support of the overall vision of the Segment and Corridor.

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*Strategy 5.* Emphasize, market, and expand key tourist elements fronting W192, including Shingle Creek as a community asset and focal point.

*Strategy 6.* Include artistic elements, beautification, and aesthetic improvements that support the creation of a distinct neighborhood business district and are supportive of neighborhoods, associated businesses, and community assets.

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*Strategy 7.* Phase transportation upgrades over time to provide additional mobility, transportation hubs, regional connections, and support housing along the Corridor.





# Actions

The seven Strategies include a series of nineteen primary Actions and thirty-one Sub-Actions, which are then divided into study, policy, project, and incentive categories. Sub-Actions are further detailed by estimated cost, and their anticipated effectiveness in influencing change.

strategy	primary action
Strategy 1	<ol style="list-style-type: none"> <li>1. Land Development Code Update</li> <li>2. Neighborhood Business District Incentives</li> </ol>
Strategy 2	<ol style="list-style-type: none"> <li>1. Residential Development Incentives</li> <li>3. Homelessness Assistance</li> <li>4. Neighborhood Street Connections</li> </ol>
Strategy 3	<ol style="list-style-type: none"> <li>1. Law Enforcement</li> <li>2. Code Compliance</li> </ol>
Strategy 4	<ol style="list-style-type: none"> <li>1. Façade Improvement Grant Program Development</li> <li>2. Existing Business Support Programs</li> </ol>
Strategy 5	<ol style="list-style-type: none"> <li>1. W192 Target Marketing</li> <li>2. Shingle Creek Frontage Improvements &amp; Regional Connections</li> <li>3. Wayfinding, Information &amp; Artwork</li> </ol>
Strategy 6	<ol style="list-style-type: none"> <li>1. Signage/Billboard Ordinance Updates</li> <li>2. Sign Acquisition Programs</li> <li>3. Streetscape Improvements</li> <li>4. Access/ Mobility Improvements</li> <li>5. Electrical Distribution Lines Burial</li> </ol>
Strategy 7	<ol style="list-style-type: none"> <li>1. Transit Service Improvements</li> </ol>

**Strategy 1.** *Create a neighborhood business district. Modify zoning along the Corridor to encourage housing, neighborhood-oriented services, mixed use developments, employment, and targeted tourist uses. Prohibit uses not appropriate in neighborhood-oriented districts.*

action	sub-action	category/ cost	quadrant
1. Land Development Code Update	<p><b>1a. Land Development Code Revisions.</b></p> <p>To ensure unique market segments and identities, a Neighborhood Business District Overlay Zone will be created for areas within Segment 3.</p> <p>Allowed and conditional uses would be identified and be consistent with the vision for this Segment and the Corridor, and would support other goals including transit-oriented development. Key goals of the Overlay Zone would include:</p> <ul style="list-style-type: none"> <li>• Minimization of construction projects with extremely low FARs and extremely high parking ratios</li> <li>• Encouragement of both horizontal and vertical mixed use projects</li> <li>• Encouragement of housing developments near transit facilities</li> </ul>	<p>Policy</p> <p>Approximately \$80,000 for all three Segments</p>	2

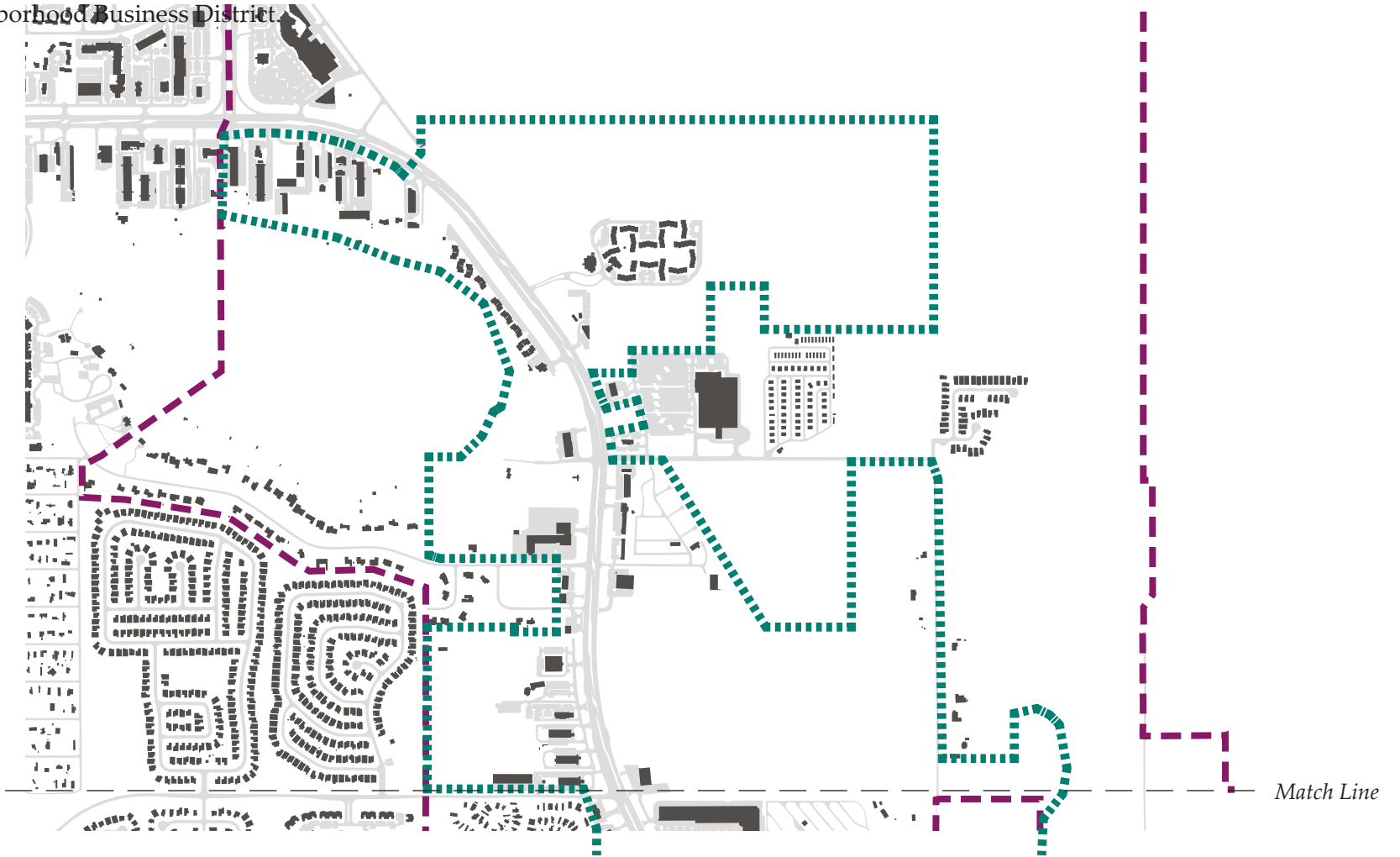
action	sub-action	category/ cost	quadrant
<p>2. <i>Neighborhood Business District Incentives</i></p>	<p><b>2a. Neighborhood Business District Incentives.</b></p> <p>A program of incentives using an existing and refined set of economic development tools should be prepared with the intent of supporting targeted development for housing and incorporating neighborhood amenities within the public frontage.</p> <p>Eligible properties would need to meet all standards set forth in this Plan and associated code.</p> <p>Incentive package options could include:</p> <ul style="list-style-type: none"> <li>• Cash incentives</li> <li>• Short-term loans with low interest rates</li> <li>• Tax exemptions or rebates of incremental receipts</li> <li>• Funds or grant application assistance</li> <li>• Assistance with site assembly (as permitted by law)</li> <li>• Planning and design assistance</li> <li>• Fee waivers</li> <li>• Public realm/street improvements acceleration</li> <li>• Infrastructure and road improvements</li> <li>• Expedited permitting</li> <li>• Site demolition assistance</li> <li>• Assistance in the identification of applicable state program incentives (e.g. EPA and Brownfield Rehabilitation Program)</li> </ul>	<p>Incentive</p> <p>Variable, but generally up to \$2,000,000</p>	<p>1</p>

# Strategy Map 1-1a. Neighborhood Business District Development.

Extent of the Neighborhood Business District.  
*Kyngs Heath Rd.*

*W192*

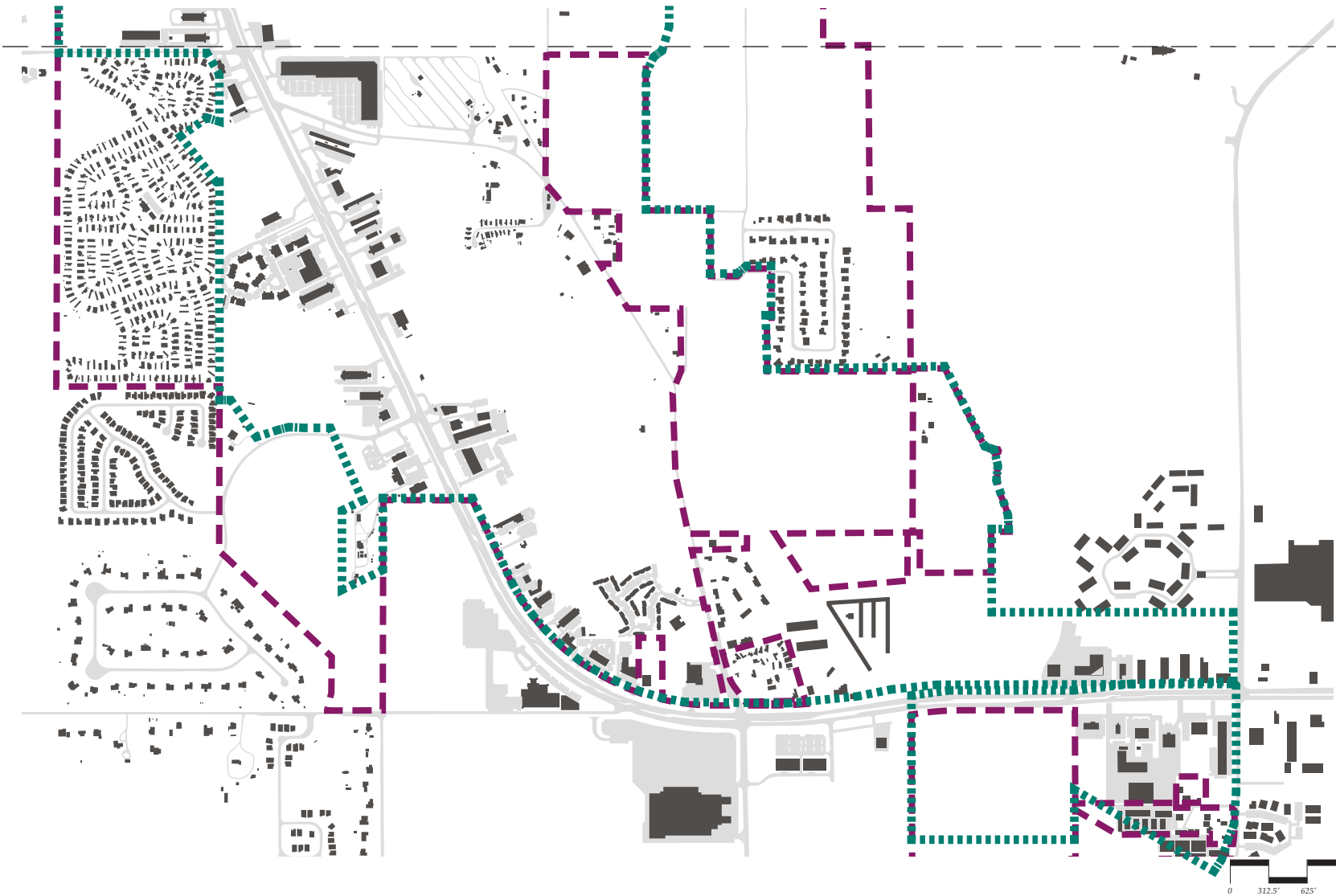
*Pam Rd./  
Lake Cecile Dr.*



*esta Lago Dr.*

*Match Line*

*en Brown Rd.*



4-27



**Strategy 2.** *Encourage a range of new residential development, including housing types which would appeal to the Corridor's residents and workforce. Integrate adjacent neighborhoods with the Corridor by improving feeder streets and expanding neighborhoods onto the Corridor.*

action	sub-action	category/ cost	quadrant
1. Residential Development Incentives	<p><b>1a. Residential Development Incentives Package(s).</b></p> <p>Develop an incentive program designed to stabilize neighborhoods and create and upgrade housing units. Incentives could include:</p> <ul style="list-style-type: none"> <li>• Property tax freeze exempting developers and land owners from paying property taxes for 10 years on any increased value of their property due to improvements</li> <li>• Acquisition of land for the purpose of developing new multifamily housing</li> <li>• Flat-rate grants or loans for new residential development</li> </ul>	<p>Incentive</p> <p>Variable, but generally up to \$5,000,000</p>	1
3. Homelessness Assistance	<p><b>3a. Homelessness Assistance.</b></p> <p>Provide funding assistance to other organizations that are helping to move families out of the extended stay facilities along the Corridor and into permanent housing.</p>	<p>Project</p> <p>Approx. \$100,000</p>	3

action	sub-action	category/ cost	quadrant
<p>4. <i>Neighborhood Street Connections</i></p>	<p><b>4a. Infrastructure Analysis.</b>            Initiate a study to investigate existing road conditions, access, and infrastructure serving adjacent neighborhoods in order to identify projects to better connect neighborhoods with the Corridor, ways to create additional connections, and improve overall street infrastructure. Improvement should be made in order to avoid the decline of isolated neighborhoods.             The Study should provide recommendations on improvements to the BCC and the Osceola County Transportation and Public Works departments.</p>	<p>Study            Approx. \$30,000</p>	<p>3</p>

**Strategy 3.** *Develop clear direction on enforcement standards related to minimum maintenance, code, length of stay within motels, and law enforcement of existing regulations. Encourage and educate the County on the need for additional enforcement along the Corridor. Apply neighborhood policing techniques and resources to Segment 3. Support governmental, non-profit, and private efforts to provide additional assistance to the homeless.*

action	sub-action	category/ cost	quadrant
1. Law Enforcement	<p><b>1a. Sheriff’s Department Coordination.</b></p> <p>The Development Authority should coordinate with the Sheriff’s Department to ensure that state statutes are being fully enforced. The Development Authority should provide assistance to the Department in understanding the breadth of the homelessness issue.</p> <p>Additionally, the Development Authority could hire legal assistance to review policies and provide recommendations to the Sheriff’s Department.</p>	<p>Policy</p> <p>Approx. \$80,000</p>	3
	<p><b>1b. Additional Law Enforcement Presence.</b></p> <p>Fund two (2) full-time law enforcement officers to patrol the Corridor. These officers should be specifically trained on how to interact with homeless and be able to provide them with information about County services and assistance.</p>	<p>Project</p> <p>Approx. \$300,000</p>	3

action	sub-action	category/ cost	quadrant
<i>2. Code Compliance</i>	<p data-bbox="388 530 861 564"><b>2a. Code Compliance Inventory.</b></p> <p data-bbox="388 577 1518 676">Conduct an inventory analysis of properties that have been issued non-conformance citations for Minimum Maintenance Standards. In addition, create a schedule and process for inventory updates.</p>	<p data-bbox="1606 530 1690 564">Study</p> <p data-bbox="1543 577 1753 610">Approx. \$20,000</p>	<p data-bbox="1879 530 1900 564">3</p>
	<p data-bbox="388 852 739 886"><b>2b. Code Reconciliation</b></p> <p data-bbox="388 899 1518 963">Identify a solution and process for reconciliation of citations, consistent with legal requirements.</p>	<p data-bbox="1606 852 1690 886">Policy</p> <p data-bbox="1543 899 1753 932">Approx. \$10,000</p>	<p data-bbox="1879 852 1900 886">3</p>

**Strategy 4.** *Re-purpose, reposition, or upgrade properties in support of the overall vision of the Segment and Corridor.*

action	sub-action	category/ cost	quadrant
1. Façade Improvement Grant Program Development	<p><b>1a. Identify Necessary Changes to the Façade Improvement Grant Program.</b></p> <ul style="list-style-type: none"> <li>• Initiate a Corridor-wide business survey to gain feedback on who has used or considered using the program.</li> <li>• Manage the grant program through the Development Authority, allocating any allotted funds from CDBG.</li> <li>• Streamline paperwork and provide assistance in preparing application.</li> <li>• Increase subsidy amount to promote more cohesive and robust improvement projects.</li> <li>• Investigate waiving permit fees or putting a time-limit on grants as additional incentive (e.g. change out sign within 6 years with a subsidy of 80% of cost to a maximum; after 8 years, no subsidy).</li> <li>• Require all improvements through this grant to be consistent with the vision of the Redevelopment Plan.</li> </ul>	Study Approx. \$15,000	3



action	sub-action	category/ cost	quadrant
	<p><b>1b. Enhance Assistance within the FIGP.</b></p> <ul style="list-style-type: none"> <li>Specify assistance with signage removal, improvement, or installation.</li> <li>Eligibility requirements should include compliance with sign code, design standards, and permit regulations.</li> </ul>	<p>Policy Approx. \$25,000</p>	<p>3</p>
	<p><b>1c. Promote Façade Improvement Grant Program</b></p> <ul style="list-style-type: none"> <li>Expand the visibility of the FIGP by highlighting projects funded with FIGP dollars.</li> <li>Install project signs at construction/ improvement sites saying “This project funded with FIGP dollars”.</li> </ul>	<p>Project Approx. \$10,000</p>	<p>3</p>

action	sub-action	category/ cost	quadrant
2. Existing Business Support Programs	<p><b>2a. "Exit Strategy" Assistance.</b></p> <p>Create an "exit strategy" package for failing, undesirable, or underperforming businesses. The Development Authority could broadly advertise this assistance or directly outreach to key businesses.</p> <ul style="list-style-type: none"> <li>• Provide access to an attorney to develop a sales agreement.</li> <li>• Provide access to attorney, accountant, and auctioneer for assistance with liquidation of assets or possibly provide financial help with sale/auction of said assets.</li> <li>• Provide assistance in identifying buyers and possible incentives for development/redevelopment.</li> <li>• Target financial assistance to properties that are more than 20 years old and have either been at least 25% vacant for two years or are more than a year behind on taxes.</li> <li>• Require that any redeveloped properties utilizing this assistance meet the standards set forth in this Redevelopment Plan or associated code.</li> </ul>	<p>olicy</p> <p>Approx. \$15,000 for all three Segments</p> <p>Incentive</p> <p>Variable, but generally \$375,000 annually at 5 occurrences per year of \$75,000</p>	1

action	sub-action	category/ cost	quadrant
	<p><b>2b. Land Acquisition.</b></p> <p>The Development Authority could directly acquire property using multiple methods or means:</p> <ul style="list-style-type: none"> <li>• Buy the property and sell at a reduced rate. When applicable, by working with the bank, the Development Authority would assume the mortgage at a lower rate. Alternatively, the bank would hold the mortgage in good standing until the property is sold.</li> <li>• Acquire/obtain property prior to or after tax foreclosures to position them for redevelopment. After adequate warning, the County should enforce existing regulations associated with properties that are delinquent in taxes.</li> <li>• Subsequent redevelopment must meet the standards set forth in this Plan and associated code.</li> </ul>	<p>Policy</p> <p>Approx. \$15,000 for all three Segments</p> <p>Project</p> <p>Variable, but generally up to \$5,000,000</p>	<p>1</p>
	<p><b>2c. Service Industry Support Program.</b></p> <ul style="list-style-type: none"> <li>• Develop a program, or provide additional funding to an independent group, to ensure consistent, high-quality customer service among businesses throughout the Corridor. This program would include:</li> <li>• Customer service training</li> <li>• Shadowing program</li> <li>• Standards subcommittee and third party review team</li> </ul>	<p>Program</p> <p>Approx. \$50,000</p> <p>Project</p> <p>Approx. \$50,000 Annually</p>	<p>2</p>

**Strategy 5.** *Emphasize, market, and expand key tourist elements fronting W192, including Shingle Creek as a community asset and focal point.*

action	sub-action	category/ cost	quadrant
<p>1. <i>W192 Target Marketing</i></p>	<p><b>1a. W192 Marketing Campaign.</b></p> <p>The Development Authority should provide a policy recommendation to the Board of County Commissioners (BCC) in support of the redirection of KCVB funding for marketing specifically identifying the Corridor and those tourist destination products within W192. Identified funds should be used for conferences, websites, and search optimization.</p> <p>The campaign should tier from County-wide marketing efforts. The effort should highlight consistent messaging contained within this Plan and promote the unique attributes of W192, including its niche as a middle-class, family-oriented destination for lodging, entertainment, shopping, innovation, and restaurant venues. All messaging should promote the area’s proximity to Kissimmee, Disney, and Celebration, and could also address the emerging vacation home market.</p>	<p>Project</p> <p>Costs not applicable</p>	<p>2</p>
<p>2. <i>Shingle Creek Frontage Improvements &amp; Regional Connections</i></p>	<p><b>2a. Shingle Creek Frontage Improvements.</b></p> <p>Highlight Shingle Creek as a local asset and destination on nearby wayfinding signs and tourist guides. Enhance the existing a Shingle Creek entrance off W192, with wayfinding signage and gateway features.</p>	<p>Study</p> <p>Approx. \$50,000</p> <p>Project</p> <p>Approx. \$500,000</p>	<p>1</p>

action	sub-action	category/ cost	quadrant
	<p><b>2b. Reedy/Shingle Creek Trail Design &amp; Construction.</b></p> <p>Identify trail alignments through the Shingle Creek system, to strategic points within the Corridor and larger County. Connect into other regional trail systems, such as that of Reedy Creek.</p>	<p>Study, Approx. \$50,000</p> <p>Project, Approx. \$2,500,000</p>	<p>1</p>
<p>3. <i>Wayfinding, Information &amp; Artwork</i></p>	<p><b>3a. Wayfinding &amp; Artwork Installation.</b></p> <p>Develop new wayfinding signage and informational kiosks at every existing and future transit station oriented at guiding users toward major destinations (Celebration, Disney) and key entertainment venues.</p> <ul style="list-style-type: none"> <li>• Design kiosks to be innovative, high tech, and complement the W192 brand.</li> <li>• Consider further expanding the mile-marker system to other key destinations and transit stops.</li> <li>• Create a Smartphone Directional Enterprise Zone that can be downloaded to cell phones, iPads, etc. and which would promote attractions and businesses on W192.</li> <li>• Highlight Reedy Creek as a local asset and destination on nearby wayfinding signs and tourist guides.</li> <li>• Install artwork at key stops, mile markers, or key commercial and entertainment districts to further reinforce this strategy.</li> </ul>	<p>Study, Approx. \$50,000</p> <p>Project, Approx. \$20,000 per kiosk</p> <p>Approx. \$150,000 per App + Updates</p> <p>Approx. \$1,500 per placement/ installation</p>	<p>3</p>



**Strategy 6.** *Include artistic elements, beautification, and aesthetic improvements that support the creation of a distinct neighborhood business district and are supportive of neighborhoods, associated businesses, and community assets.*

action	sub-action	category/ cost	quadrant
1. <i>Signage/Billboard Ordinance Updates</i>	<p><b>1a. Redesign Sign Ordinance.</b></p> <p>Create a new sign ordinance to address the following:</p> <ul style="list-style-type: none"> <li>• Prohibit freestanding pole signs.</li> <li>• Implement an adequate minimum distance between signs.</li> <li>• Implement a maximum total sign area based on linear foot of building frontage.</li> <li>• Implement required design standards to create consistency.</li> <li>• Consolidate signage to 1 - 2 signs per business, including one within a consolidated monument sign and one building-mounted sign.</li> <li>• Locate consolidated signs at key intersections, within or at the edge of the ROW with high visibility.</li> </ul>	<p>Policy</p> <p>Approximately \$80,000 for all three Segments</p>	2

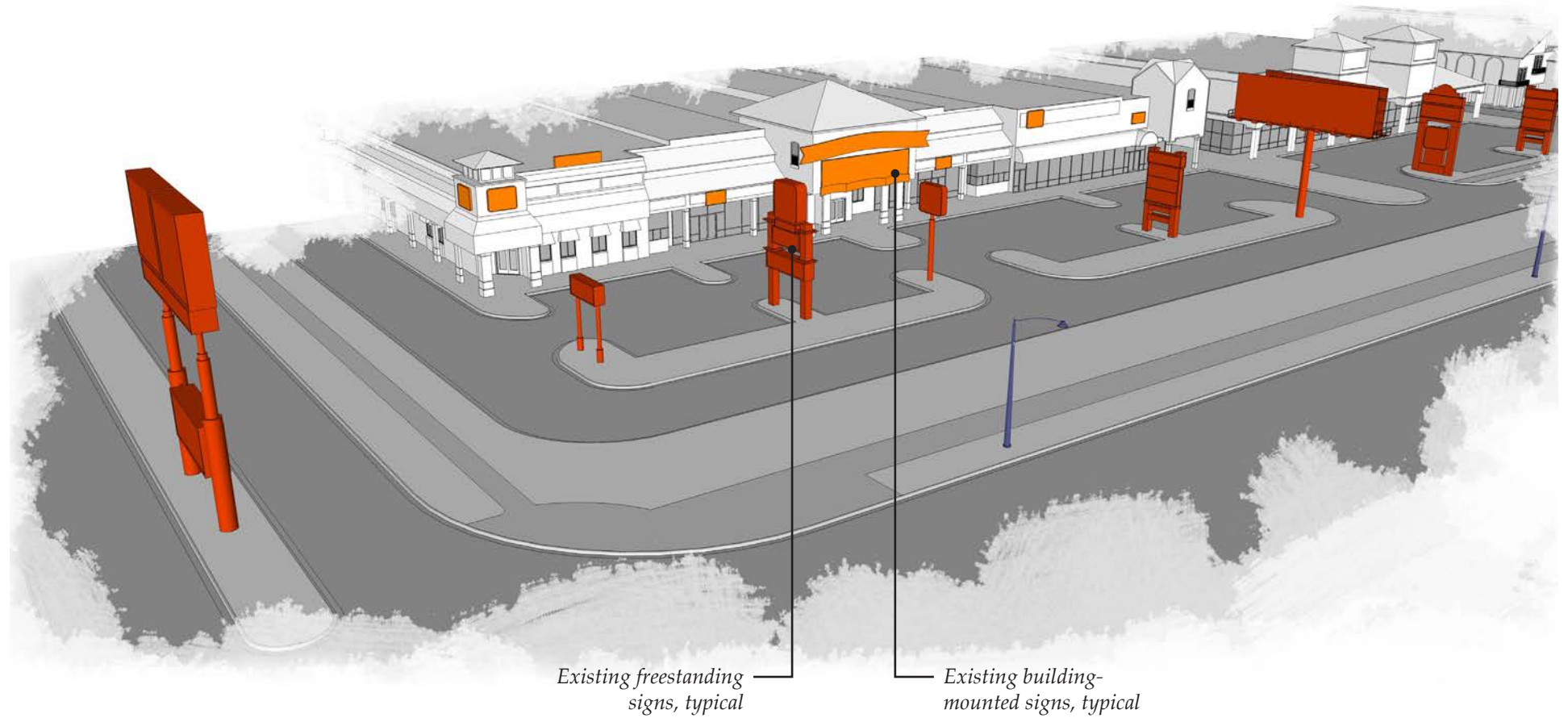
action	sub-action	category/ cost	quadrant
<p>1. Signage/Billboard Ordinance Updates (continued)</p>	<p><b>1b. Billboards.</b></p> <ul style="list-style-type: none"> <li>• Negotiate with billboard owners to consolidate traditional billboards into one new digital billboard, with consolidation as a stand-alone project or in conjunction with a catalyst project.</li> <li>• Initiate a moratorium on new development of traditional billboards.</li> <li>• Encourage digital, building-mounted, entertainment billboards in association with commercial and entertainment areas, and capitalize on the billboard as an attraction in itself. These billboards would be allowed with permit and through special review. Considerations could include: <ul style="list-style-type: none"> <li>• Association with intensity of land use or larger entertainment venues</li> <li>• Functionality as an attraction in itself</li> <li>• Integration with the overall design of the building</li> </ul> </li> </ul>	<p>Policy Approximately \$20,000 for all three Segments</p>	<p>2</p>
<p>2. Sign Acquisition Programs</p>	<p><b>2a. Billboard Consolidation Program.</b></p> <ul style="list-style-type: none"> <li>• Enter into agreements with billboard owners to consolidate signs.</li> <li>• Identify and acquire billboards that conflict with other strategies in this Plan or that financially inhibit redevelopment of a site.</li> <li>• No billboard improvements or digital billboards should be completed without decommissioning and deconstructing existing billboards.</li> </ul>	<p>Project Approximately \$500,000 per billboard</p>	<p>3</p>

action	sub-action	category/ cost	quadrant
2. Sign Acquisition Programs <i>(continued)</i>	<b>2b. Sign Update Assistance.</b> <ul style="list-style-type: none"> <li>• Provide financial matching for consolidation and code compliance if improvements are completed within four years.</li> <li>• After four years, consolidation and sign code compliance would be required in conjunction with any redevelopment on property (any demolition and reconstruction or substantial renovation of existing buildings or infrastructure).</li> </ul>	Incentive Variable	4
3. Streetscape Improvements	<b>3a. Streetscape Standards.</b> Implement streetscape standards for the Corridor that create an aesthetic environment. The treatment should build on and enhance the existing landscaping completed as part of the BeautiVacation program. Enhancements should include: <ul style="list-style-type: none"> <li>• Sidewalk widening and extension</li> <li>• Additional street trees and pockets of dense landscaping</li> <li>• Safety improvements to pedestrian and bicycle crossing points</li> <li>• Enhanced street furniture at high volume pedestrian areas</li> <li>• Enhanced street and pedestrian lighting</li> <li>• Gateway features and landscaping</li> <li>• Implementation of streetscape enhancements should be prioritized by 1/2-mile segments. Improvements associated with gateways at I-4 and SR535, or in conjunction with catalyst or transportation projects should occur first.</li> </ul>	Project Approximately \$1,500,000/ mile	4

action	sub-action	category/ cost	quadrant
3. <i>Streetscape Improvements (continued)</i>	<b>3b. Transit Streetscape.</b> Use streetscape elements at transit station areas to reinforce key transit transfer points, the vision, provide wayfinding, and enhance the overall user experience. Improvements could include: <ul style="list-style-type: none"> <li>• Electronic bus timing signs with real time arrival/departure for buses and their destination</li> <li>• Associated smart phone apps for tracking buses</li> <li>• Wayfinding systems at key stations (could be inlaid in pavement) including directions to destinations within a 1/4- to 1/2-mile walking distance</li> <li>• Enhanced W192-sepcific electronic kiosks, with enhanced plaza areas and paving elements</li> </ul>	Project Approx. \$20,000 Timing Signs Approx. \$150,000 Smart Phone App Approx. \$20,000 Kiosks Approx. \$150,000 Plaza Improvements Approx. \$200,000 per Plaza	4

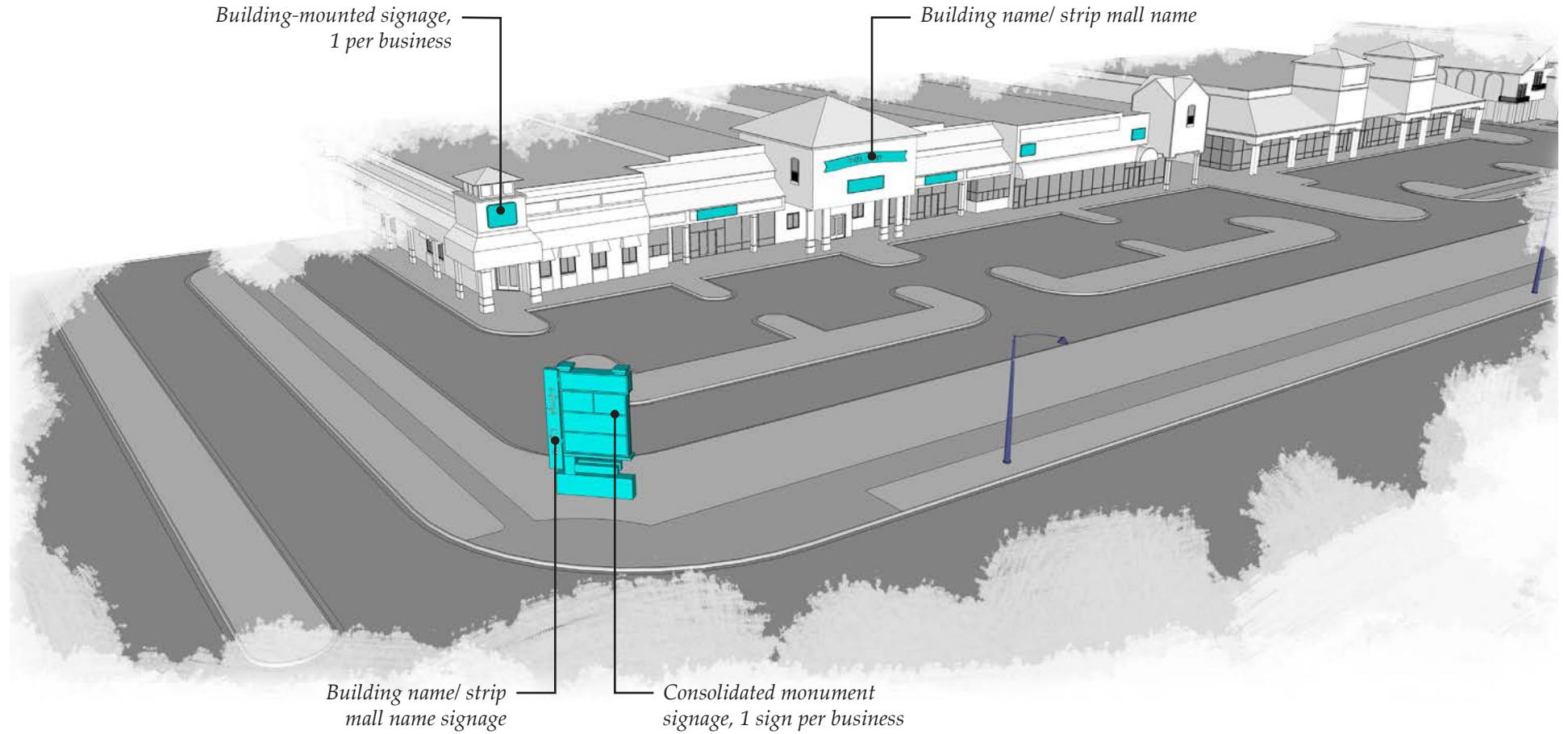
# Strategy Graphic 6-1a. consolidate & Redesign Signs.

Baseline Corridor Signage Conditions Illustrating Wall-Mounted & Pole Signage.



# Strategy Graphic 6-1a. consolidate & Redesign Signs.

Implementation of New Signage Code Standards Applying Consolidated Signage.





# Strategy Graphic 6-3b. Transit Streetscape.

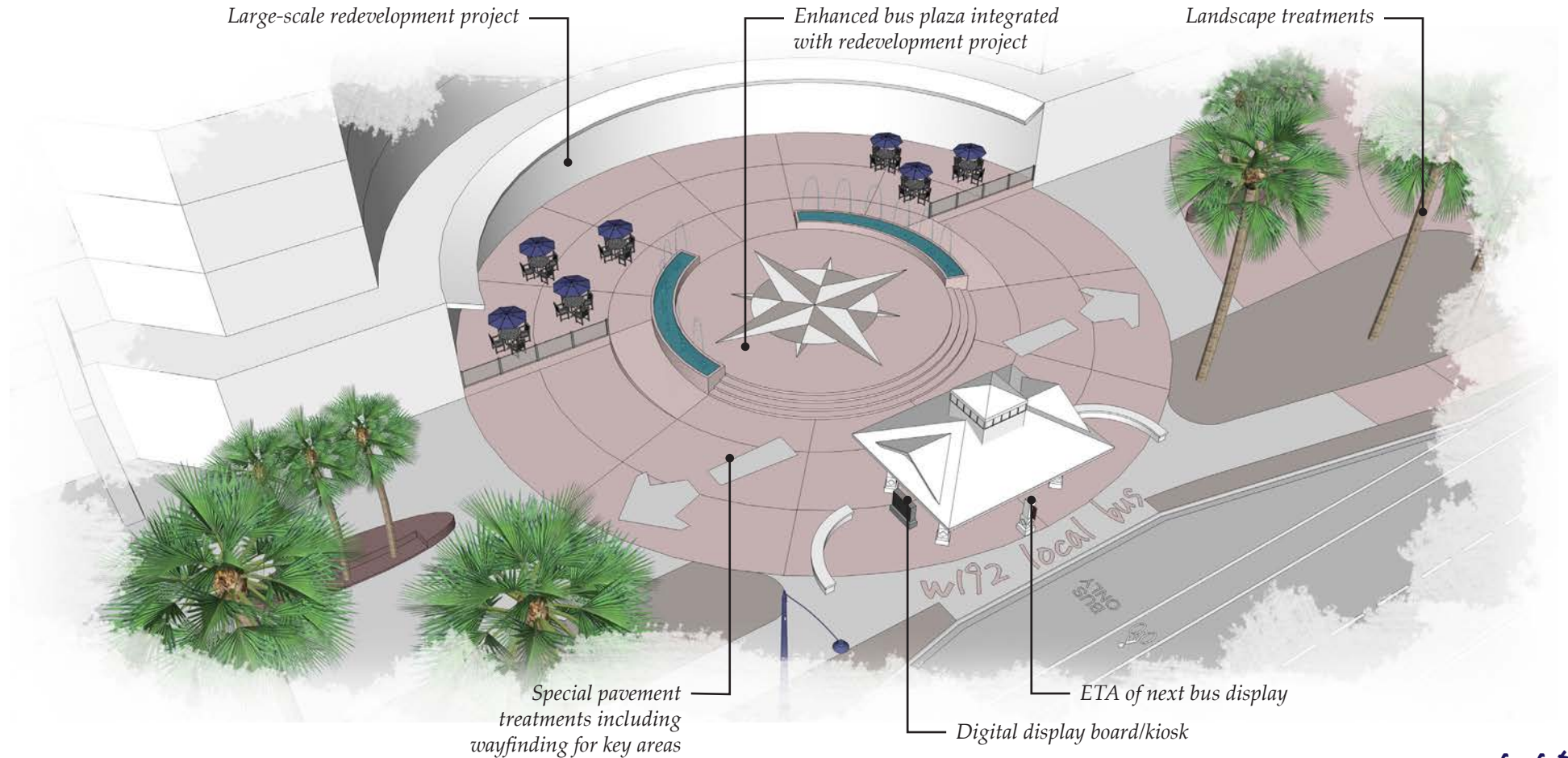
Baseline Transit Stop with Selected Enhancements.





# Strategy Graphic 6-3b. Transit Streetscape.

Implementation of Transit Streetscape Enhancements.

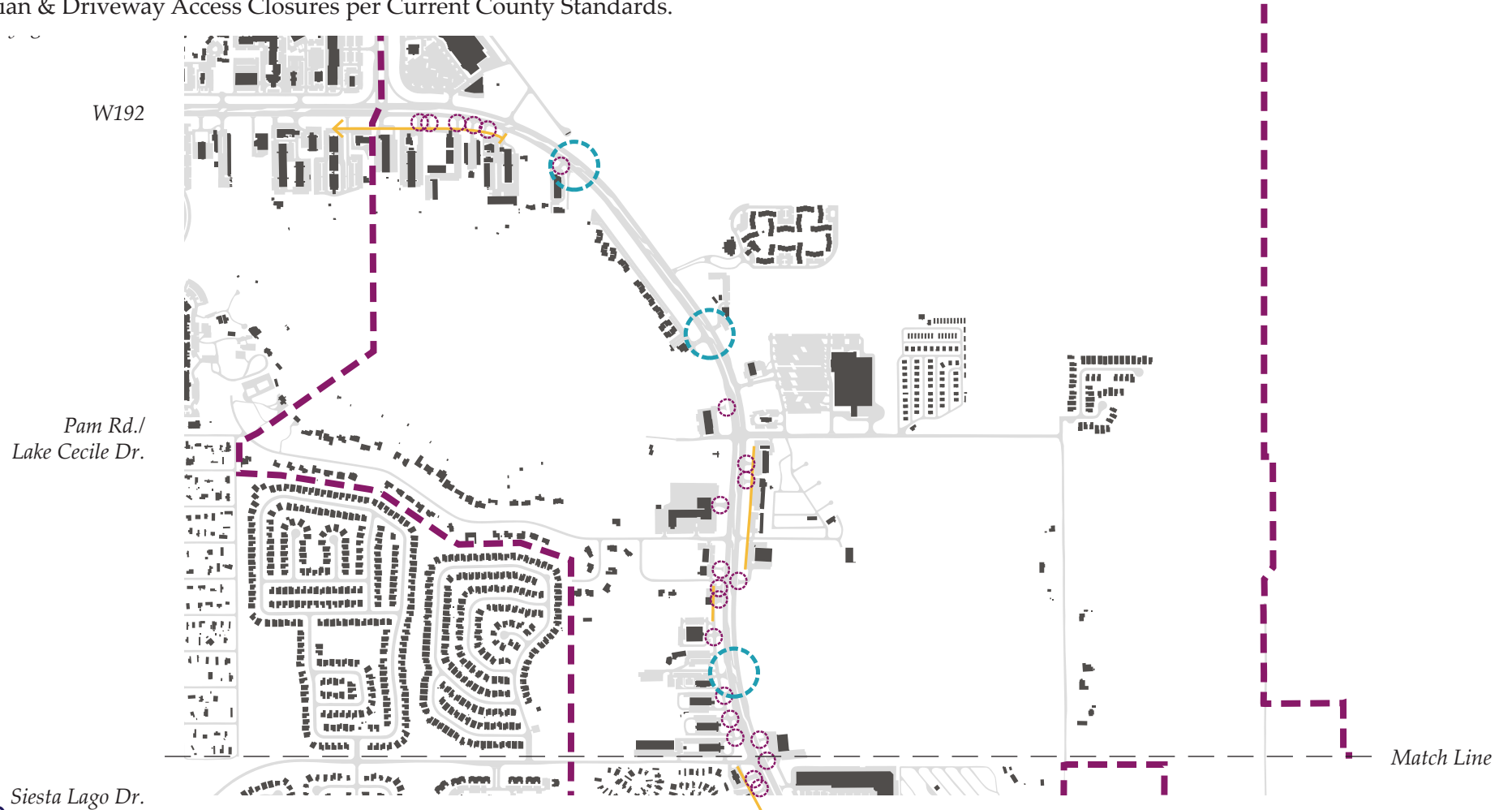


action	sub-action	category/ cost	quadrant
<p>4. <i>Access/ Mobility Improvements</i></p>	<p><b>4a. Preliminary Access Management &amp; Mobility Improvements.</b></p> <p>Adapt access management spacing standards per the Osceola County LDC, Chapter 13, Table 13-1, which require a minimum directional median opening spacing of 1,320'; a minimum full median opening spacing of 2,640'; and a minimum spacing of 660' for access driveways.</p> <ul style="list-style-type: none"> <li>• Implement median closures in conjunction with transportation, landscape, or catalyst projects.</li> <li>• Implement access driveway closures in conjunction with transportation, landscape, or catalyst projects. Where alternative access is not available through frontage or rearage roads, access improvements should be predicated on land assemblage to accomplish this goal.</li> <li>• During access management improvement projects, implement frontage road extensions and enforce easement dedication where necessary, removing illegal parking.</li> <li>• As part of redevelopment or catalyst projects evaluate the benefits to the business owner/developer of vacating the frontage ROW to the County or FDOT and the re-landscaping of the area. Projects should not limit access to other businesses.</li> <li>• Work with FDOT to sequence closures with landscape improvements or redevelopment.</li> </ul>	<p>Study Approx. \$20,000</p>	<p>3</p>

action	sub-action	category/ cost	quadrant
	<b>4b. Formal Access Management, Mobility &amp; Safety Studies.</b> <ul style="list-style-type: none"> <li>• Conduct a Roadway Safety Audit and recommend improvements to enhance pedestrian safety.</li> <li>• Implement a formal Access Management Study.</li> <li>• Address an Access Management Educational Program for existing businesses.</li> </ul>	Study Approx. \$350,000	3
	<b>4c. Access Standards Coordination.</b> Work with the City of Kissimmee to coordinate compatible access standards along the Corridor and improve overall corridor mobility.	Policy Approx. \$30,000	3
5. Electrical Distribution Lines Burial	<b>5a. Utility Burial.</b> <ul style="list-style-type: none"> <li>• Bury and/or relocate distribution lines in conjunction with landscape improvements, redevelopment, or catalyst projects. Key considerations for phasing include aesthetics, visual clutter, and emergency management.</li> </ul>	Project Approximately \$6,000,000/mile	4

# Strategy Map 6-4a. Preliminary Access Management & Mobility Improvements.

Median & Driveway Access Closures per Current County Standards.






esta Lago Dr.

Match Line

en Brown Rd.



-  Median Closure per County Standards
-  Access Driveway Closure per County Standards
-  Frontage Road Alignment/ Formalization



4-49

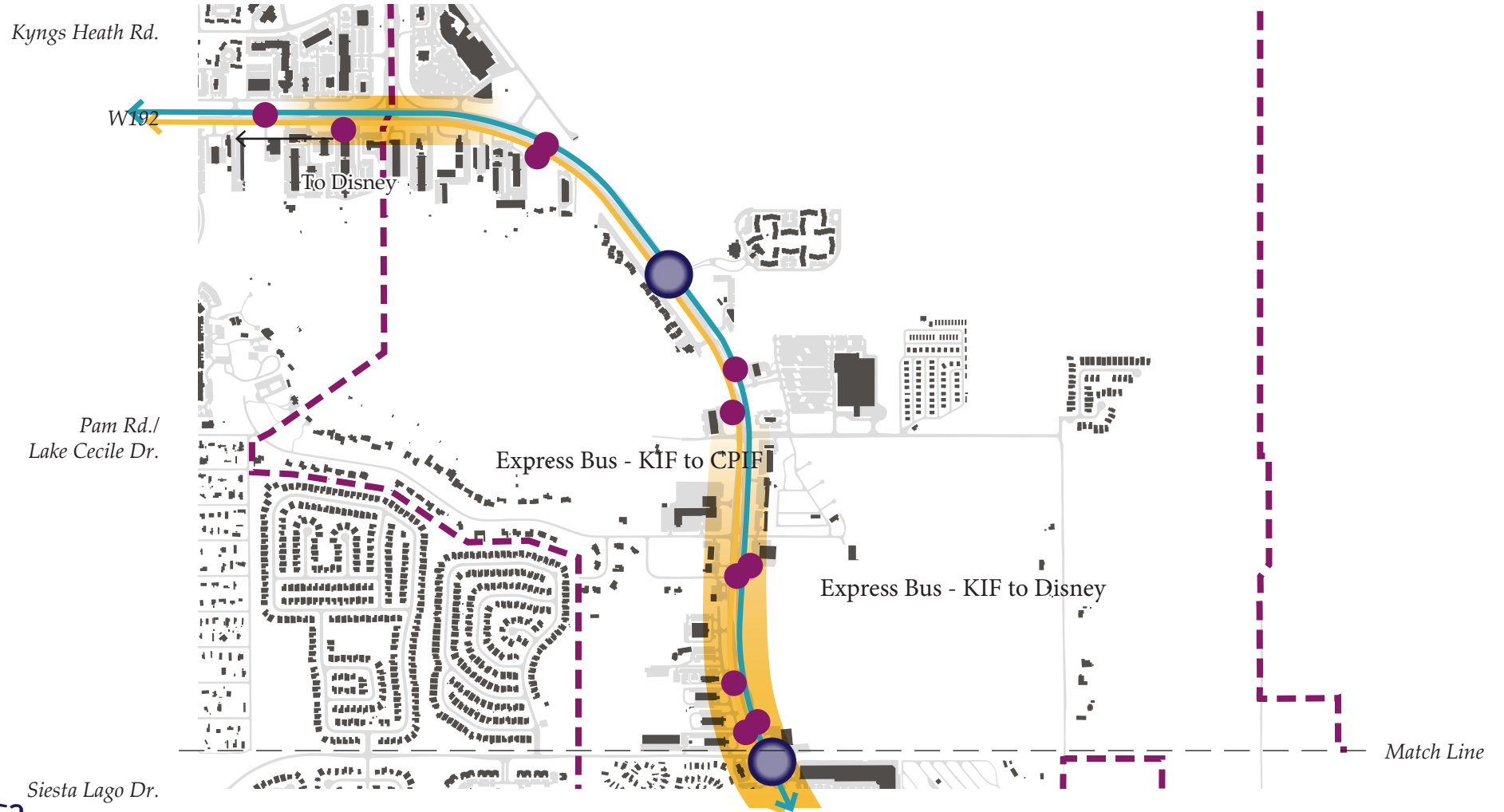
**Strategy 7.** Phase transportation upgrades over time to provide additional mobility, transportation hubs, regional connections, and support housing along the Corridor.

action	sub-action	category/ cost	quadrant
1. Phased Transit Service	<b>1a. Transit Service Improvements.</b>		
	The transit system should be designed to accommodate residents, workforce, and visitors.  The system should build off of and complement existing transit service by: <ul style="list-style-type: none"> <li>decreasing headway times,</li> <li>capitalizing on a transit hubs, and</li> <li>phasing transit service over 20 years that is primarily focused on visitors and employees.</li> </ul>	Project	4
	Phase 1. Add LYNX, W192-branded buses with decreased headway times along the Corridor. Both LYNX and shuttle services should include connections to the existing and proposed transit hubs at Celebration Place, Osceola Square Mall, the Kissimmee Intermodal Facility, and Walt Disney World. Express bus service should be developed to provide a direct connection to each transit hub and to Disney.	Approx. \$450,000	
	Phase 2. Support frequent shuttle connections to transit hubs. Work with transit providers to provide connections to regional tourism destinations and express buses from the transit hubs. Place electronic signage at transit hubs to highlight tourist destinations for each bus.	Approx. \$250,000	

action	sub-action	category/ cost	quadrant
	Phase 3. Add improved transit stops. Transit stops should include electronic bus timing signs with real time arrival/departure for buses and their destination. Develop associated smart phone apps for tracking buses (see Strategy 5).	Approx. \$200,000 per Plaza	
	Phase 4. Add managed lanes and queue jumps, and create a ROW preservation plan for the future center-running BRT. Create TOD overlays at key centers.	Approx. \$5,000,000 per Segment 3	
	Phase 5. Add center-running BRT with custom buses and new stops in conjunction with obtaining FTA Small Starts or other Federal or State matching funds.	Approx. \$35,000,000 per Segment 3	



# Strategy Map 7-1a. Transit Service Improvements.



4-52

esta Lago Dr.

Match Line

en Brown Rd.

To LYNX  
Superstop &  
Kissimmee  
Intermodal  
Facility  
(KIF) with  
connections  
to Orlando

- Phase 1: Headway Time Improvements & Express Service to Hubs
- Phase 2: Shuttle Service to Hubs/ Express Routes
- Phase 3: Improved Existing Transit Stops
- Phase 4: Managed Lanes, Queue Jumps & ROW Preservation
- Phase 5: Center-Run BRT Stations (from the LYNX Alternatives Analysis)



4-53

